

NCO COUNSELING CHECKLIST/RECORD <small>For use of this form, see AR 623-205; the proponent agency is ODCSPER</small>			
NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
Completed by the rater for each rated NCO 3-4c(1)			
<p>PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.</p> <p>RULES:</p> <ol style="list-style-type: none"> 1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers. 2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL through CSM. 3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components. (ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period. 			
CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD			
<p>PREPARATION</p> <ol style="list-style-type: none"> 1. Schedule counseling session, notify rated NCO. 2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain. 3. Update duty description (see page 2). 4. Fill out rating chain and duty description on working copy of NCO-ER, Parts II and III. 5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form. 6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position. <p><small>Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should be involved in some way in a training program.</small></p> <ol style="list-style-type: none"> 7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected. 8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling. 9. Record rated NCO's name, rank, duty position, and unit date on this form. 10. Write key points to be made during the counseling session on this form. 11. Review Developmental Counseling in FM 22-100, appendix C. 		<p>COUNSELING</p> <ol style="list-style-type: none"> 1. Make sure rated NCO knows rating chain. 2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better. 3. Discuss the meaning of each value/responsibility in Part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help. 4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected. 5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates. 6. Give rated NCO opportunity to ask questions and make suggestions. <p>BEFORE THE NCO DEPARTS THE COUNSELING SESSION</p> <ol style="list-style-type: none"> 1. Record counseling date on this form. 2. Write any additional key points that came up during the counseling session on this form. 3. Show key points to rated NCO and get his/her initials. 4. Save NCO-ER with this checklist for next counseling session. 	
CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD			
<p>PREPARATION</p> <ol style="list-style-type: none"> 1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area. 2. Look at working copy of NCO-ER you used during last counseling session. 3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed. 4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success. 5. Look over the notes you wrote down on page 2 of this form about the last counseling session. 		<ol style="list-style-type: none"> 6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results). 7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better? 8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session.) 9. Write key points to be made during the counseling session on this form. 10. Review Developmental Counseling in FM 22-100, appendix C. 	

DA FORM 2166-8-1, OCT 2001

REPLACES DA FORM 2166-7-1, SEP 87, WHICH IS OBSOLETE.

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Figure 3-3. Sample DA Form 2166-8-1 (page 1)

<p>COUNSELING</p> <p>1. Go over each part of the duty description with rated NCO. Discuss any changes, especially to the area of special emphasis.</p> <p>2. Tell rated NCO how he / she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 and 4 may help). First, for each value/responsibility, talk about what has happened in response to any discussion you had during the last counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, talk about how to do better. The goal is to get all NCOs to be successful and meet standards.</p> <p>3. When possible, give examples of excellence that could apply. This gives the rated NCO something to strive for, REMEMBER, EXCELLENCE IS SPECIAL, ONLY A FEW ACHIEVE IT! Excellence includes results and often involves subordinates.</p>	<p>4. Ask rated NCO for ideas, examples and opinions on what has been done so far and what can be done better. (This step can be done first or last).</p> <p>BEFORE THE NCO DEPARTS THE COUNSELING SESSION</p> <p>1. Record counseling date on this form.</p> <p>2. Write any additional key points that came up during the counseling session on this form. .</p> <p>3. Show key points to rated NCO and get his/her initials.</p> <p>4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at the end of the rating period.</p>
<p>COUNSELING RECORD/KEY POINTS MADE</p>	
<p>INITIAL</p> <p>Conducted within the first 30 days of the rating period or effective date of lateral appointment to corporal, or promotion to sergeant.</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;">3-4c(1)</div> <div style="width: 30%;">DATE</div> <div style="width: 30%;">RATED NCO'S INITIALS</div> </div>	
<p>LATER</p> <p>Later counseling sessions will be conducted at least quarterly (every 3 months).</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;">3-4c(2)</div> <div style="width: 30%;">DATE</div> <div style="width: 30%;">RATED NCO'S INITIALS</div> </div>	
<p>LATER</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;">3-4c(2)</div> <div style="width: 30%;">DATE</div> <div style="width: 30%;">RATED NCO'S INITIALS</div> </div>	
<p>LATER</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;">3-4c(2)</div> <div style="width: 30%;">DATE</div> <div style="width: 30%;">RATED NCO'S INITIALS</div> </div>	
<p>DUTY DESCRIPTION (PART III of NCO-ER)</p>	
<p>The duty description is essential to performance counseling and evaluation. It is used during the first counseling session to tell rated NCO what the duties are and what needs to be emphasized. It may change somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.</p> <p>The five elements of the duty description:</p> <p>1 & 2. Principal Duty Title and Duty MOS Code. Enter principal duty title and DMOS that most accurately reflects actual duties performed.</p> <p>3. Daily Duties and Scope. This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.</p>	<p>4. Area of Special Emphasis. This portion is most likely to change somewhat during the rating period. For the first counseling session, it includes those items that require top priority effort at least for the first part of the upcoming rating period. At the end of the rating period, it should include the most important items that applied at any time during the rating period (examples are preparation for deployment, combined arms drills training for FTX, preparation for NTC rotation, revision of battalion maintenance SOP, training for tank table qualification, ITEP and company AMTP readiness, related tasks cross-training, reserve components annual training support (AT) and SIDPERS acceptance rate).</p> <p>5. Appointed Duties. This portion should include those duties that are appointed and are not normally associated with the duty description.</p>

Figure 3-4. Sample DA Form 2166-8-1 (page 2)

VALUES/NCO RESPONSIBILITIES (PART IV of NCO-ER)	
<p>VALUES: Values tell us what we need to be, every day, in every action we take. Army values form the identity of America's Army, the solid rock upon which everything else stands. They are the glue that binds us together as members of a noble profession. They make the whole much greater than the sum of the parts. They are nonnegotiable; they apply to everyone all the time and in every situation. Part IVa of the NCO-ER includes these values. They are: Loyalty - Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier.</p> <p>Duty - Fulfills their obligations. Respect - Treats people as they should be treated. Selfless-Service - Puts the welfare of the nation, the Army, and subordinates before their own. Honor - Lives up to all the Army values. Integrity - Does what's right - legally and morally. Personal Courage - Faces fear, danger, or adversity (physical and moral).</p>	
<p>Examples of standards for "YES" ratings:</p> <ul style="list-style-type: none"> • Put the Army, the mission and subordinates first before own personal interest. • Meet challenges without compromising integrity. • Personal conduct, both on and off duty, reflects favorably on NCO corps. • Obey lawful orders and do what is right without orders. • Choose the hard right over the easy wrong. • Exhibit pride in unit, be a team player. • Demonstrate respect for all soldiers regardless of race, creed, color, sex, or national origin. 	
<p>COMPETENCE: The knowledge, skills and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good judgments.</p> <p>Closely allied with competence is the constant desire to be better, to listen and learn more and do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than best. Committed to excellence.</p>	
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Master the knowledge, skills and abilities required for performance in your duty position. • Accomplish completely and promptly those tasks assigned or required by duty position. • Constantly seek ways to learn, grow and improve. • Formulate and develop new ideas. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Picked as SSG to be a platoon sergeant over twelve other SSGs. • Maintained SIDPERS rating of 98% for six months. • Selected best truck master in annual battalion competition. • Designated Installation Drill Sergeant of Quarter. • Exceeded recruiting objectives two consecutive quarters. • Awarded Expert Infantryman Badge (EIB).
<p>PHYSICAL FITNESS AND MILITARY BEARING: Physical fitness is the physical and mental ability to accomplish the mission - combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness and that of their subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feelings, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.</p>	
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Maintain weight within Army limits for age and sex. • Obtain passing score in APFT and participate in a regular exercise program. • Maintain personal appearance and exhibit enthusiasm to the point of setting an example for junior enlisted soldiers. • Monitor and encourage improvement in the physical and military bearing of subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Received Physical Fitness Badge for 292 score on APFT. • Selected soldier of the month/quarter/year. • Three of the last four soldiers of the month were from his/her platoon. • As Master Fitness Trainer, established battalion physical fitness program. • His entire squad was commended for scoring above 270 on APFT.

Figure 3-5. Sample DA Form 2166-8-1 (page 3)

LEADERSHIP: Influencing others to accomplish the mission. It consists of applying leadership attributes (Beliefs, Values, Ethics, Character, Knowledge, and Skills). It includes setting tough, but achievable standards and demanding that they be met; Caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; Conducting counseling;

Setting the example by word and act/deed; Can be summarized by BE (Committed to the professional Army ethic and professional traits); KNOW (The factors of leadership, yourself, human nature, your job, and your unit); DO (Provide direction, implement, and motivate). Instill the spirit to achieve and win: Inspire and develop excellence. A soldier cared for today, leads tomorrow.

Examples of standards for "Success/Meets Standards" rating:

- Motivate subordinates to perform to the best of their ability as individuals and together as a disciplined cohesive team to accomplish the mission.
- Demonstrate that you care deeply and sincerely for soldiers and welcome the opportunity to serve them.
- Instill the spirit to achieve and win; Inspire and develop excellence through counseling.
- Set the example: BE, KNOW, DO.

Examples of "Excellence":

- Motivated entire squad to qualify expert with assigned weapon.
- Won last three platoon squad inspections.
- Selected for membership in Sergeant Morales Club.
- Inspired mechanics to maintain operational readiness rating of 95% for two consecutive quarters.
- Led his squad through map orienteering course to win the battalion competition.
- Counseled two marginal soldiers ultimately selected for promotion.

TRAINING: Preparing individuals, units and combined arms teams for duty performance; The teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (Squads, Crews, Sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality training bonds units; Leads directly to good discipline; Concentrates on wartime missions; Is tough and demanding

without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when wartime actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."

Examples of standards for "Success/Meets Standards" rating:

- Make sure soldiers:-
 - a. Can do identified common tasks.
 - b. Are prepared for Commander's Evaluation.
 - c. Develop and practice skills for duty position.
 - d. Train as a squad/crew/section.
- Identify and recommend subordinates for professional development courses.
- Participate in unit training program.
- Share knowledge and experience with subordinates.

Examples of "Excellence":

- Taught five common tasks resulting in 100% GO on Annual CTT for all soldiers in directorate.
- Trained best howitzer section of the year in battalion.
- Coached subordinates to win consecutive soldier of month competitions.
- Established company Expert Field Medical Badge program resulting in 85% of all eligible soldiers receiving EFMB.
- Distinguished 1 tank and qualified 3 tanks in platoon on first run of tank table VIII.
- Trained platoon to fire honor battery during annual service practice.

RESPONSIBILITY AND ACCOUNTABILITY: The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies, and funds is a special NCO responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting soldier's equipment often, using manual or checklist; holding soldiers responsible for repairs and losses; learning how to use and maintain all the equipment soldiers use; being among the first to operate new equipment; keeping up-to-date component

lists; setting aside time for inventories; and knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; why he/she is going on sick call, where he/she lives, and his/her family situation; it involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; it includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their own actions and for those of their subordinates.

Examples of standards for "Success/Meets Standards" rating:

- Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission.
- Stop waste of supplies and limited funds.
- Be aware of those things that impact on soldier readiness e.g., family affairs, CTT, PQR, special duty, medical conditions, etc.
- Be responsible for your actions and those of your subordinates.

Examples of "Excellence":

- His/her emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free.
- Received commendation from CG for organizing post special olympics program.
- Won the installation award for Quarters of the Month.
- His/her constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges.
- Commended for no Bradley's on deadline report for six months.
- His/her learn and grow climate resulted in best platoon ARTEP results in the battalion.

Figure 3-6. Sample DA Form 2166-8-1 (page 4)